

MEMORANDUM FOR: Deputy Director of Personnel

FROM :
Chief, Review Staff, OP

SUBJECT : Draft Items for Director's Notes

REFERENCE : Draft Material dated 22 May 1978

Attached is a copy of reference material annotated with comments . . .
and following are some suggested changes or revisions for the material.
Paragraph numbers are keyed to the insert material.

Uniform Promotion System - paragraph 3

The 7 April issuance was a memorandum from DDCI to DDs on
"Uniform Promotion System".

This should probably read:

"On April 7 we issued a memorandum to the Heads of the
Career Services on a Uniform Promotion System. On the 18th
of May we published a Notice which details some of the
procedures for establishing a uniform promotion system in
the Career Services."

N.B. I would recommend only the Notice be referenced.

1. Probationary Period

The Trial Period was announced in and is now in
the process of being included in a revised as yet unpublished.
Propose title here be changed to "Trial Period".

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2. Unsuitability

The sentences after the quote from the National Security Act are misleading. I am not sure each Director interprets the authority individually although he may have . . . and will in the future . . . exercise it in an individual way. The underlined sentence in the draft indicates this is the only reason the present Director applies in the exercise of the authority.

If it is necessary to retain the reference to previous and future Directors, propose the following approach:

"While each Director exercises the scope of this authority individually, it is ~~my~~ practice to include "reasons of unreliability" as one basis for termination of employment with the Agency."

3. Poor Performance

Propose the first sentence be expanded to give the reason for the being in the low three percent . . . and I have used the term the Director uses elsewhere in the Notes:

" . . . ranked in the bottom three percent because of an unacceptable level of performance for two successive years . . . " We have recently instituted . . . revised by special Career Service panels . . . "

N.B. Would there be any chance of getting "panels", now used in all the issuances, to "Boards"? This is a Career Service level group and the confusion between panels and boards is rampant . . . Board carries the connotation of a higher level . . . and I am assuming

will be a final action before Director action inasmuch as the Deputy Director cannot change a ranking.

3b. "Poorer performers" is poor wording . . . and changes from the state of performance as indicated in subparagraph a of this section to the individual, per se. Propose the title here be:

b. Surplus Conditions

(N.B. The paragraph identifies the level of people who would be separated for surplus reasons . . . "least contributory personnel" but this is hardly a heading. Also suggest the Note #1 and Note #2 simply become (1) and (2) under subparagraph b to avoid looking like a Note to the whole section.

In Note 1, the "poorer performer" would become "dismissed under subparagraph b conditions".

4. Visibility

STAT This section mixes up comparative evaluation ranking and performance evaluation, e.g., Fitness Reports, and the insertion by [] and supervisor creates an apple and orange salad. I suggest a general rewrite. As of the moment there is no regulation which requires a component to advise employees of their evaluation ranking, although it is the practice in most offices and has evolved out of PASG guidances (I think).

Proposed Revision:

STAT [] in addition to making supervisors responsible for ensuring employees understand the nature and scope of their duties and responsibilities, requires the supervisor to continuously

advise employees of the effectiveness of their performance. The Fitness Report, prepared at least annually, is a written record of this evaluation of performance of the requirements of the job, as part of ongoing ^{review} ~~stays~~ of personnel management processes, ^{we} ~~we~~ have a group studying ways by which to improve fitness report quality. In addition, instructions to panels will stress that single fitness reports are not of great import; judgments must be made on an entire career and what it tells about potential for the future.

In addition to the Fitness Report which reflects supervisory evaluation, the Agency personnel management system provides for comparative evaluation with the peer group by grade and/or function, by a Career Service or Career Service Subgroup panel or board. Employees are entitled to inquire of their Career Management Officer of their relative standing in this evaluation. Equipped with this knowledge, no career employee need be concerned about dismissal as a result of poor performance panel evaluation unless he or she is in the very lowest percentile. In short, there can be no concern at "arbitrary" dismissals . . . the individual is entitled to know where he or she stands and is vulnerable to dismissal only if at the bottom of the list developed under the guidelines of

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Remarks: Mary: <div style="border: 1px solid black; width: 100px; height: 15px; margin: 5px 0;"></div> believes that you can best answer paragraph 3 of the attached memo from Admiral Turner, which then should be sent to <div style="border: 1px solid black; width: 100px; height: 15px; margin: 5px 0;"></div> to be incorporated into one response. In order to meet the schedule upstairs, I believe you should have your response to DD/Pers/R&P no later than Thursday, 20 July 1978. Thank you. <i>R 1</i> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 5px 0;"></div>			
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